

Business Case Management System Overview

Background

The Bank to-date has had no standardized and rigorous methodology for preparing and tracking business cases associated with major information technology projects. There is an increasing need and desire to demonstrate that major project investments return the desired value to The Bank. The business case management system that has been developed is part of the effort to move toward policies and practices that will result in consistent achievement of project objectives with demonstrated, high levels of project value.

Objectives and Outcomes

Instituting a business case management methodology would:

- Establish the policy, methodology, and supporting systems to consistently create and manage business case life-cycles for large IT projects,
- Promote development of accurate, predictive financial and non-financial project measures as part of the business case, and
- Enable tracking of business cases and results for a portfolio of projects.

The methodology would enable improvement of project outcomes in the areas of:

- Return on invested capital
- Project results – predictable and consistent achievement of project objectives.

System Introduction

The Business Case Management System (BCMS) delivered in Fall of 2002 was designed to allow development and management of business cases for all ISG capital projects through their fiscal year lifecycle. At a high level, the fiscal-year lifecycle for a project has the following phases:

- Project inception (whether it's for a new project or a project continuing from a previous fiscal year)
- One or more proposal/approval processes (e.g., IPC and CRM)
- Project execution, which can include development and deployment activities
- Project completion.

In the system, the project lifecycle is managed through the use of *versions* for each project. Versions allow the business cases to evolve over the project life cycle. For many projects, particularly large projects, business cases in early phases of a project are less specific, are less certain, and less accurate than one that can be defined as a project is near completion. Versioning allows for the refinement of business cases throughout the project life cycle.

Business cases for all projects are built from *templates*, which provide consistency in identifying and quantifying the investments required and the results expected for each project. Templates provide a mechanism to maintain consistency in business cases across the portfolio of capital projects. Investment templates can accommodate both capital and expense investments. Results templates can be used to define *quantified* benefits – both financial and non-financial. Additionally, the contribution of the project toward general departmental and bank objectives is captured in the system.

Financial results are combined with the investments to calculate four standard financial project measures:

- Net present value (NPV)
- Return on investment (ROI)
- Internal rate of return (IRR)
- Payback Period

A *balanced scorecard* result is calculated that combines the financial results and the contribution to general bank scores. This permits comparisons between projects on a consistent basis.

Template Use Guidelines

Investment Templates

Investment templates are fairly straightforward. The investment line items will generally mimic the investment spreadsheet used previously, except that investment costs are defined across multiple years.

At this time the templates are being kept simple. If there is a desire for more structured information (for example, dropdowns for various types of hardware, additional structure in calculating software licenses or maintenance costs based on users or other factors), please work with the system administrator.

For each template

- Be aware of the funding source and whether it is capital or expense.
- The "(c)" denotes a capital item.
- When entering data, there is a column for each FY, from the start date to the end date of the project. You can enter data for a given line item for some or all of the investment years.

The following investment templates were available for FY04 when the system was released. The basic calculation is described for each template.

Template name	Basic Calculation
ISG Staff	Staff years * Staff cost per year
Business Staff	Staff years * Staff cost per year
Contractual Services (c)	Staff years * Staff cost per year
ISG Backfill (c)	Staff years * Staff cost per year
Business Office Backfill (c)	Staff years * Staff cost per year
Hardware (c)	Lump sum figure
Software (c)	Lump sum figure
Servers and Software (c)	Lump sum figure
Networking (c)	Lump sum figure
User Training Prep and Del.	Class hours based on number of users * trainer time + prep time + materials per person + other
User Training	Number of users * training time required for each * salary
Project Team Training	Number of project people * training time required for each * salary
Change Management (c)	A lump sum dollar figure for change management

Results Templates

Results templates are fairly basic at this point, although they are more complicated than investment templates since they are by nature more open-ended. If there is a desire for more structure to perform calculations for specific types of benefits, or the templates do not seem to accommodate the type of benefit you are trying to define, please work with the system administrator.

General notes on templates

- Results can reflect financial or non-financial outcomes, or more accurately, dollarized and non-dollarized. If a benefit is translated directly or indirectly to dollars, it is used in the financial calculations. If there is no translation into dollars, it is not dollarized, but still defined as a non-financial benefit in the system.
- Within a template "(nfb)" indicated that the template or line item will show up as a non-financial benefit on the non-financial analysis report.
- Operating costs are quantified using the results templates. The reason for this is that results are defined to begin after the project investment period is complete.

Quantification of Benefits – Coming up with numbers

Defining quantitative benefits is one of the key objectives of the system. These benefits can either be financial, or they can be a quantified benefit of the project which may or may not be translated into dollars and used in the financial measures.

Benefits can be defined using a macro/top-down approach or a micro/bottom-up approach. This can apply for both financial and non-financial benefits.

The macro approach is best used when:

- The project is in the early stages where there is little or no concrete basis for rigid calculations, but there may be a goal or target in mind for the project
- A calculation format may be viable, but the numbers needed to calculate the template are either unknown or unpredictable at this stage, or difficult to measure.
- The benefit is comprised of many small, interdependent factors which cannot adequately expressed or calculated independently, but can be more easily captured in the aggregate.
- The project results may include both lower unit costs and increased capacities

The bottom-up approach is best used when:

- Project results are well defined and both metrics and measures are understood and known
- The result is directly measurable
- The dimensions of the result are clear and understood
- The translation from metric to dollars is clear and well accepted

Non-financial benefits are almost always the starting point for determining financial benefits, so the general process in developing benefits is to define the quantified non financial benefits, and then translate these into financial benefits where possible and where it is justifiable.

Whatever the category, benefits should be both quantified and measurable. The latter is important, since just because a metric exists does not mean it can be adequately measured (productivity is one example). When defining metrics and measures as part of the business case, the project managers and sponsors should consider how the results will be measured in a post-audit of the system and build the ability to collect the appropriate metrics into the system when possible. If the project is expected to improve current conditions, the 'as-is' measure must be collected as part of the project to have a valid baseline.

Balanced Scorecard

Concept and how applied in the BCMS system

Both financial measures and performance towards meeting overall goals are factored into the calculation of a Balanced Scorecard result for each project. This non-dimensional score can then be used to compare the relative performance of multiple projects. The balanced scorecard 'score' for each project will be a number from 0 to 100.

The score is calculated by applying a series of weighting factors to the financial results (ROI, IRR, NPV, and Payback years) and to the project scores against the organizational goals. The financial contribution score and the goal contribution score are then combined to generate the balanced scorecard score.

Financial Score Translations

Each of the four financial results is translated to a number in the range of 0 to 5 based on the financial score map function in the administration section. The values defined on this screen apply all projects in a fiscal year.:

Home > Business Case Mgmt System > Business Case Mgmt System > Setup > Financial Score Map

Financial Score

*Cycle FY04 Planning Cycle


BCMS Help

	Net Present Value (NPV)	Return on Investment (ROI)	Internal Rate of Return (IRR)	Payback Years
Weight	10	30	30	30

Score

	(in millions of dollars)			
5	3.00	20.00 %	25.00 %	0.0
4	2.50	15.00 %	15.00 %	0.5
3	2.00	10.00 %	10.00 %	2.0
2	1.00	8.00 %	7.00 %	3.0
1	0.50	5.00 %	5.00 %	4.0
0	0.00	0.00 %	0.00 %	5.0

Note Please SAVE your changes and then proceed



The values in the 'Score' section are used to translate the particular metric to the non-dimensional 0-5 score. For example, if a project has an NPV of \$1.5 million, it is translated into a score of 2.5. Similar scores are determined for each of the other metrics. Since the metrics are all in different units, the only way to combine these is to translate them into a value that is 'unit-less'.

The Weight factors are then applied to each of the individual scores, and the scores are then added together. The financial score component is a value from 0-5. The purpose of the weighting factors is to permit the administrator to decide the relative impact of each of the four factors on the financial score. Depending on the Bank's objectives for a given year, one factor or another may be of more importance in a given year. The four weighing factors must add up to 100% .

Goal Scores

The goal scores are the other component of the balanced scorecard. For each project, the project manager has assigned a score of 0 to 5 for each goal as a rating of how well the project meets the goal. Goal scores are then combined into an overall 0-5 score for the goal contribution, similar to the way that the financial scores are calculated.

Goal weighing is defined in the Goals page by the administrator. A separate set of goals and weighting factors are allowed for each Project Type defined for the fiscal year. This way, all projects of the same Project Type can be scored or weighted consistently against a common set of goals (e.g., all infrastructure projects can be handled in the same manner), but different Project Types can have different sets of goals and different weighting factors. The system was designed in this manner since goals for one project type are often not the same as for another project type. For example, infrastructure projects may have a set of goals related to reliability, capacity, uniformity, supportability, and reducing costs, while projects that support business objectives may be more appropriately be measured more directly against usability goals, specific bank objectives or goals, and other business-related outcomes.

For a given Project Type, the goal scores are combined based on the relative weights of each goal for that project type. These relative weights do not have to add to 100%. Equal weights will mean that all goals are equally important.

Goals

*Cycle	FY04 Planning Cycle	BCMS Help
Project Type	Corporate	

*** GOALS ***					First	1-8 of 8	Last
*Goal	*Relative Weight	*Status	Description				
Enabling Bank Business Strategy	5	Active	/				+
Business Risk Mitigation	5	Active	/				+
Standardization of Technology	5	Active	/				+
Internal Knowledge Management	5	Active	/				+
Simplification of Business Processes	5	Active	/				+
Quality of Service to Bank Partners and Clients	5	Active	/				+
Improve Key Performance Indicators (KPIs) for IT	5	Active	/				+
Support Millenium Development Goals (MDGs)	5	Active	/				+

Save

Combining Financial and Goal Scores

The financial score and the goal score are combined together to compute the balanced scorecard score for the project. The relative weight of the financial and goal score components is based on the financial type value for the given Project Type. The financial weight is the percentage of the combined score that is due to the financial score value. Like the goal scores, the financial weight can be different for different Project Types. Project types that tend to be more related to efficiency or productivity improvements will likely have higher financial weights than other types of projects..

Project Type Values

*Cycle	FY04 Planning Cycle	BCMS Help
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*** PROJECT--TYPE ***		First	1-3 of 3	Last
Project Type	Financial Weight			
Corporate	50			
Basic	70			
Optional	70			

Save

Sample calculation.

Here is an example of how the balanced scorecard score for an individual project is calculated.

Assume:

- Project A, Project Type Basic, FY04 Planning Cycle.
- The values in the above examples will be used for translation and mapping factors.
- The financial results for the project are: NPV: \$2.5M; ROI 17.5%; IRR 2.5%; PB Years: 1 year.
- The goal results, in order from the above goals table, are 3,2,1,5,4,3,5,4

The financial component of the score is computed as follows:

Fin result	Mapped Financial Score (from Financial Score table)	Weighting factor (from Financial Score screen)	Weighted Score (Financial score * weighting factor)
NPV: \$2.5M	4	0.1	0.4
ROI 17.5%	4.5	0.3	1.35
IRR 2.5%	0.5	0.3	0.15
PB Years: 1 year	3.67 (1/3 of the way between 0.5 and 2.0)	0.3	1.101
Overall Financial Score: (sum of individual factored scores)			3.001

The goal component of the score is computed as follows:

Goal	Goal Score (as entered by Proj Manager)	Weight	Weighted Score (score*weight)
Enabling Bank's Business Strategy	3	5	15
Business Risk Mitigation	2	5	10
Standardization of Technology	1	5	5
Simplification and Consistency of Business Processes	5	5	25
Internal Knowledge Management	4	5	20
Quality of Service to Bank Partners and Clients	3	5	15
Improve Key Performance Indicators (KPIs) for IT	5	5	25
Support Multilateral Development Goals (MDGs)	4	5	20
Total		40	135
Overall Goal Score (Total of weighted scores / Sum of weights)			3.375

Balanced Scorecard Score = Overall Financial Score * Financial Score Weight + Overall Goal Score * (1-Financial Score Weight)

$$= 3.001 * 0.7 + 3.375 * 0.3 = 3.1132 \text{ (on 0-5 scale)}$$

Balanced Scorecard Score = 62.264 (on 0-100 scale)

Initial settings

The initial settings in the system are as shown in the screen shots above.

Corporate projects are weighted as 30% financial, where other projects are weighted as 70% financial. The reason for this is to address the fact that many of the corporate business projects have as objectives the achievement of new Bank goals, rather than trying to just be more efficient or to just improve productivity.

The goals at this point are set to the same values with the same weightings for all types of projects.

The numbers for translating financial values to scores were set to give lower weight to the size of the project (NPV) than the other metrics. Current industry trends are emphasizing fast returns on projects, rather than the overall magnitude.

How to administer

Using the screens shown above, the various weighting factors can be adjusted. Goals can be defined in order to reflect current Bank objectives for the year and type of project.

After the first set of projects are entered, the overall scorecard results should be reviewed for all projects.

- Depending on the range of the financial values obtained, the financial translation numbers can be adjusted to reflect ranges that are actually obtained for Bank projects.
- Project types might be examined from two perspectives – one is the categorization into different categories, such as infrastructure, business process improvement, transformational, or other categories. The other is to change the goals and/or weights valued for each type of project.
- The relative weighting of financial versus non-financial contribution can be altered to reflect the desire to emphasize or de-emphasize the financial aspects of a project.

Overall, the approach should be to determine what is of importance to the bank for a category of projects and to develop goals and scoring factors to reward the desirable project results.

CAPITAL BUDGET PROJECT PROPOSAL

A. Project Information:

Title: Staffing Analysis System	Proposed Budget Year: FY03:
Requesting Unit (VP/Dept.): ISG	Requesting Manager: R. Asthana
Capital Budget Request for Project (\$): 200,000	Project Manager & Unit: S. Natarajan
Unit to which depreciation will be charged: ISG	Total Project Costs: \$700,000

B. Description:

The investment will support the start-up phase of development of an integrated suite of Workforce Analytics applications, which would allow, inter alia:

- (i) Standardized reporting of current HR data, with built-in iterations according to strategic objectives (e.g., diversity, network cuts, etc.)
- (ii) Data query and mining capability, accessible to non-specialists
- (iii) Staff planning scenario building capability, with built-in, 'what-if' strategic views
- (iv) Two way linkage (i.e., with write-back capability) with Peoplesoft and SAP for HR and budget data, respectively.

C. Background:

In 2001, HR outlined its medium-term strategy, seeking to align itself with the institution's overall strategic directions and to improve its service delivery through e-HR initiatives. HR is taking on new strategic roles in resource planning and organizational design. At the same time HR is expected to continue to reduce costs while increasing service levels and quality. These competing pressures can be addressed by leveraging information technology to deliver HR services and support. Technology solutions will help reduce the role of HRS as intermediary of staffing information by providing direct access to managers to data relating to their staff, with graphical and slide/dice capabilities.

D. Purpose/Objectives:

A key component of the E-HR initiative is to improve the ability to present timely and consistent user-friendly HR decision-support information, provide value-added analytical services, and support effective staff planning. A further business objective is to link strategic staffing planning with other real-time resource management systems since staffing makes up at least 65 percent of all fixed costs.

Replace Old System ☐ Mandatory

Xx New Functionality xx ☐ Generate Savings

E. Project Classification: (more than one may apply)

<input type="checkbox"/> HQ Furniture, Furnishings, Renovations	<input checked="" type="checkbox"/> Institutionally-managed Information Technology Equipment	<input type="checkbox"/> Communications Equipment
<input type="checkbox"/> Field Office Facilities	<input type="checkbox"/> Unit-sponsored Information Technology Equipment and Software Purchase	<input type="checkbox"/> Other Items (specify)

F. Project Proposal Signatures_____
Sponsoring Manager_____
Title_____
Date_____
VP Sign-off_____
Title_____
Date**G. Total Project Costs:**

Total Costs	Capital	Adm. Budget Sponsoring Unit	Adm. Budget Other Unit	Adm Budget Other Unit
\$700,000	\$200,000 (FY03) \$500,000 (FY04)			

H. Incremental Annual:

Depreciation: US\$

Operating: US\$

I. Options Considered:**J. Benefits:**

Tangible Benefits/Savings	Intangible Benefits
Improved availability and real-time access to HR information with reduced intermediation. Reduced staff time spent on low value-added and/or inefficient tasks (such as data entry, extracting data, processing data off-line, preparing presentations of results). Improved services to staff and managers.	Increased strategic value of HR by creating more time and opportunity to partner with line management on business activities, allowing HR to focus on critical people issues and become more proactive by anticipating challenges and future needs, and enabling HR to impact business results. Enhanced staff communications by delivering timely and consistent information.
Estimated Value of Benefits: Not quantified	Estimated Value of Benefits: Not quantified

K. Risks of Not Implementing the Project:

: Risks of not undertaking this work are high: lack of IT tools for staffing analysis and planning are a significant impediment to effective resource planning, measurement and monitoring in the institution

L. Technical Reviews:

M. Project Schedule:

Planned Start Date: __February, 2003

Planned Completion Date: June, 2005

Milestones

June 2003	Outputs: Configuration and Development (Reporting/Analytics/Staff Planning Modules)
June 2004	Outputs: Training and Product Implementation
December 2004	Outputs: Configuration and Development (Resource Integration Module)
June 2005	Outputs: Training and Product Implementation

CAPITAL BUDGET PROJECT PROPOSAL

A. Project Information:

Title: ISG Support for VPU Migration & Portals for Bus Roles Proposed Budget Year: FY03

Requesting Unit (VP/Dept.): ISG/ISGIS Requesting Manager: Rakesh Asthana

Capital Budget Request for Project (\$): 2.5M Project Manager & Unit: S. Nagappan (ISGIS)

Unit to which depreciation will be charged: ISGIS Total Project Costs: \$2.8 M

B. Description: The Internet Services Program (ISP) is a multi-year program designed to address the challenges the Bank faces in its everyday business, and in its relationship with clients and partners. The program provides solutions that increase staff efficiency in managing and finding data, information, and knowledge; and for its partners and clients to transact business with the Bank more efficiently. The ISP program aims to establish a world-class e-business infrastructure that can meet the Bank's needs to rationalize 600+ websites, build role-based web portals; and integrate intranet and external web content.

C. Background: The Information Technology Standards Board (ITSB) approved the business case for the Internet Services program in Feb. 2001. The project cost for Phase I was estimated at \$7 million for building the e-business infrastructure and some model sites. ITSB approval was followed by endorsement from the Information Policy Council (IPC). In the spring of 2001, external consultants conducted an evaluation and endorsed the overall direction and approach of the program. Implementation of ISP began in April 2001. The first Phase of ISP has helped to put together an Internet Services Framework comprising a new content management system, new tools for content management and publishing in the web, a framework for creation of web portals, new search tool, and prototypes of web pages in the intranet and external web. The opportunity created by the new ISP framework needs to be leveraged now to converge legacy web sites into the ISP framework, and help build business/role specific web portals to make the intranet more useful for Bank staff, borrowers, and other partners.

D: Purpose/Objectives: The multi-year ISP (FY02-05) fulfills three key objectives: (i) to provide a world-class common e-business framework that will enable the use of the Bank's web as the primary tool for the dissemination of information to borrowers, donors and the public; (ii) to migrate Bank websites to the common framework thereby improving search and content, and reducing institutional costs; and (iii) to provide customized portal solutions to meet diverse content requirements from staff, managers, donors and borrowers. The next phase will focus on (a) support to conversion of business unit web site to the ISP framework; (b) facilitate building of role based business portals such as Operations (Projects) Portal, Managers Portal, Borrowers Portal and Donors Portal,; and (c) enhance the ISP framework with improved tools for better management of web services/portals.

x Replace Old System ☐ Mandatory

x New Functionality ☐ Generate Savings

E. Project Classification: (more than one may apply)

☐ HQ Furniture, Furnishings, Renovations ☒ Institutionally-managed Information Technology Equipment ☐ Communications Equipment

_____ Field Office Facilities	_____ Unit-sponsored Information Technology Equipment and Software Purchase	_____ Other Items (specify)
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F. Project Proposal Signatures		
_____ Sponsoring Manager	_____ Title	_____ Date
_____ VP Sign-off	_____ Title	_____ Date

G. Total Project Costs:				
Total Costs	Capital	Adm. Budget Sponsoring Unit	Adm. Budget Other Unit	Adm Budget Other Unit
\$2.8	2.5	0.3	NA	0

H. Incremental Annual: Depreciation: US\$ 625,000 Operating: US\$ To be determined

I. Options Considered:

J. Benefits:	
Tangible Benefits/Savings	Intangible Benefits
Easier access to knowledge based on improved search and retrieval of contents/ data/information Improved business process flows resulting in fewer steps and cycle times Reduced costs from consolidated software, hardware and management of intranet Staff time savings from consolidated, one-click access to reports, information, workflow and documents	Improved external access to Bank information/ data Enhanced collaboration among project teams, clients and partners Improved process efficiency due to integration Improved transparency resulting from increased availability of information from the Bank.
Estimated Value of Benefits: Being measured	Estimated Value of Benefits: Being measured

K. Risks:

Failure to implement the Project may lead to continued proliferation of fragmented web based information; inefficiency in information sharing/team collaboration; inefficiency in business processes; management in non-standard and inconsistent format; and continued loss of staff productivity resulting from information retrieval from a complex array of resources.

L. Technical Reviews:

M. Project Schedule:

Project Start Date: December 2002

Project Completion Date October, 2003

FY03 ISGCI Capital Investments

Business Case

***Support to VPU Web Sites Migration
and Business Portals***

Internet Services Program: Phase II

October 2002





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Current Situation/Business Objectives

Fragmented web sites lacking a common web infrastructure and non-standard software for content management/publishing.

- **Solution/Objective:** Leverage ISP Framework to migrate all non standard web sites to a common platform for a systematic and consolidated web content management, publishing, and information delivery over the web.

Lack of accessible data from institutional sources & ability to share with staff and partners.

Solution/Objective: Build and maintain web based information portal for Operational data that is currently fragmented across internet, and are stored in back-end business systems to allow delivery of consistent, reliable operational information to a wide audience including staff and Bank partners.

Absence of integrated, one-stop project related information access, and lack of tools to manage Bank projects in the intranet.

- **Solution/Objective:** Provide a “one-stop shop” for project related information via Project Portal to reduce the time it takes to monitor project milestones, costs, status, and view project related documents. Provide task team with tools to help them manage Bank projects more effectively, and work collaboratively.

Bank staff/partner expectations to conduct business using intranet and e-business technologies.

Solution/Objective: Provide e-business wherewithal for Bank borrowers and donors to transact business, and access information over the internet via secure portals.

Need for better control of work processes to improve process efficiency and raise productivity.

Solution/Objective: Define and model workflow process; design and deploy a workflow service within ISP framework.



Project Scope

Description of Key Project Elements:

ISP Framework: Streamlining Processes and Improvement of Widgets

- Developing and documenting processes from specification to implementation.
- Improving intranet widgets to support Intranet/external web functional teams.

Intranet/External Web Sites Conversion Support to VPU Web Site Migration

- Yellow Pages; People Pages.(Intranet); Bahasa Site; Procurement; Financial Management
- InfoShop;Newsletter (External Web); Network; Regions; Country Offices; President's Site.
- Projects Database; Enhancement of ImageBank.
- E-Commerce (Photo Library)
- Regional Web Sites
- Network Web Sites
- Country Office Web Sites
- FAC Unit Content Migration

Architecture, design, and deployment support

- Operations Portal
- Borrowers Portal
- Managers Portal
- Trust Funds Portal
- Workflow



Project Benefits

Key Benefits Offered by the Project:

Standard web infrastructure and content management system

Use of a common web infrastructure (ISP) for content publishing, transactions, services, hardware and software. Easy creation and maintenance of intranet and external web sites offering a consistent look and feel, and common tools for publishing and content management geared to Bank content.

Common User Interface and Presentation Services

Facility to develop personalized portals based on roles such as Project Teams, Managers, Operational Staff, and Bank borrowers and other partners.

Operational Effectiveness for Staff

For staff to plan projects and for management to view overall trends. Greater transparency and knowledge sharing by correlating and communicating a wide range of operational information to a large Bank audience.

Improved Business Transactions

Introduction of e-business capabilities to Bank borrowers and development partners by providing internet access to loan, project and procurement information, electronic bill presentation; and overall improvement in information access.



Recommendations

- **Implement the second phase of ISP comprising the following key elements.**
 - ✓ Migrate all Intranet/External web sites to ISP Framework.
 - ✓ Migrate contents existing in all Regional, Network and FAC web sites to ISP content management framework.
 - ✓ Build web portals aimed at improving project team work and role based information need, and communication of information on Bank operations to all Bank audiences.
 - ✓ Facilitation of business needs over the web for Bank clients and partners via internet/extranet portals.
 - ✓ Design and deploy a workflow service in ISP framework.



Linkages to Other Systems/Initiatives

Institutional Initiative Linkages

- Millennium Development Goals and results and new VP for results
- Aid coordination with partners and a more client-centric approach (CDF, PRSP, etc)

Technical Linkages

- Transactional systems including SAP, Data Warehouse, Loans Systems (for Borrowers Portal), PeopleSoft, Document Management System (IRIS), and ImageBank.



List of Proposed Policy Changes

To be listed as and when necessary.



Implementation Plan

	FY03				FY04			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Enhanced Widgets								
e-Publish enhancements								
Portals Framework								
Regional/Network Pilot								
Regions Roll Out								
Networks Roll Out								
Country Offices (Selected Units)								
Rest of Bank Business Units								
Projects and Policies (External Web)								
e-Commerce (Photo Library)								
Websphere 4.0 Upgrade								
Workflow Integration								



Project Risks

Internal:

Coordination of content migration with Bank units.

Adequacy of resource to migrate content timely.

Managing client expectation on e-business results.

External:

Security of web based transactions.

Risk Mitigation Plan:

(1) Agreement on time schedule and content migration plan with all Bank units; (2) Ensuring that resources made available to the Project are not redeployed elsewhere; (3) Ensuring implementation of web security in conjunction with ISP Phase II schedule.